

## ORDER SUPPLIES OR SERVICES

PAGE OF PAGES

1. 12

IMPORTANT: Mark all packages and papers with contract and/or order numbers.

|  |  |  |                           |   |                |
|--|--|--|---------------------------|---|----------------|
| 1. DATE OF ORDER<br>10/31/2008   |  | 2. CONTRACT NO. (If any)<br>GS-15F-0056M     |                           | 6. SHIP TO:<br>a. NAME OF CONSIGNEE<br>TDP-DAS  |                |
| 3. ORDER NO.<br>DO-TARP-2009-0003  |  | 4. REQUISITION/REFERENCE NO.<br>09PR-TDP-062 |                           | b. STREET ADDRESS<br>DEPUTY ASSISTANT SECRETARY<br>CHIEF, OFFICE OF HUMAN CAPITAL OFFI<br>1500 PENNSYLVANIA AVENUE, NW ATTN:  |                |
| 5. ISSUING OFFICE (Address correspondence to)<br>DEPARTMENT OF THE TREASURY<br>PROCUREMENT SERVICES DIVISIONS<br>1500 PENNSYLVANIA AVENUE, NW<br>MAIL STOP: 1425 NEW YORK AVE, NW<br>SUITE 2100<br>WASHINGTON DC 20220   |  |  |                           | c. CITY<br>WASHINGTON   | d. STATE<br>DC |
| 7. TO:<br>a. NAME OF CONTRACTOR<br>LINDHOLM & ASSOCIATES INC.  |  |  |                           | e. ZIP CODE<br>20220  |                |
| b. COMPANY NAME  |  |  |                           | f. SHIP VIA   |                |
| c. STREET ADDRESS<br>8340 WAVERLY ROAD   |  |  |                           | 8. TYPE OF ORDER<br><input type="checkbox"/> a. PURCHASE<br><input checked="" type="checkbox"/> b. DELIVERY<br>REFERENCE YOUR:<br><br>Please furnish the following on the terms and conditions specified on both sides of this order and on the attached sheet, if any, including delivery as indicated.<br><br>Except for billing instructions on the reverse, this delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above-numbered contract. |                |
| d. CITY<br>OWINGS  |  | e. STATE<br>MD                               | f. ZIP CODE<br>20736-3121 | 10. REQUISITIONING OFFICE<br>DEPARTMENT OF THE TREASURY   |                |
| 9. ACCOUNTING AND APPROPRIATION DATA<br>See Schedule   |  |  |                           | 12. F.O.B. POINT<br>Destination   |                |
| 11. BUSINESS CLASSIFICATION (Check appropriate box(es))<br><input checked="" type="checkbox"/> a. SMALL<br><input type="checkbox"/> b. OTHER THAN SMALL<br><input checked="" type="checkbox"/> d. WOMEN-OWNED<br><input type="checkbox"/> e. HUBZone<br><input type="checkbox"/> c. DISADVANTAGED<br><input type="checkbox"/> f. EMERGING SMALL BUSINESS<br><input type="checkbox"/> g. SERVICE-DISABLED VETERAN-OWNED |  |  |                           | 15. DELIVER TO F.O.B. POINT<br>ON OR BEFORE (Date)<br>05/04/2009  |                |
| 13. PLACE OF<br>a. INSPECTION<br>Destination   |  | b. ACCEPTANCE<br>Destination                 |                           | 16. DISCOUNT TERMS  |                |

## 17. SCHEDULE (See reverse for Rejections)

| ITEM NO.<br>(a) | SUPPLIES OR SERVICES<br>(b)  | QUANTITY<br>ORDERED<br>(c) | UNIT<br>(d) | UNIT<br>PRICE<br>(e) | AMOUNT<br>(f) | QUANTITY<br>ACCEPTED<br>(g) |
|-----------------|--|----------------------------|-------------|----------------------|---------------|-----------------------------|
|                 | The Emergency Economic Stabilization Act of 2008 ("the Act"), passed by Congress and signed by the President on Friday, October 3, 2008 was enacted to address a serious financial crisis. The Act requires immediate action to create and staff the Continued ... |                            |             |                      |               |                             |

|   |  |  |                           |                      |                 |              |                                    |
|---|--|--|---------------------------|----------------------|-----------------|--------------|------------------------------------|
| SEE BILLING<br>INSTRUCTIONS<br>ON REVERSE | 18. SHIPPING POINT   |  | 19. GROSS SHIPPING WEIGHT |                      | 20. INVOICE NO. |              | 17(h)<br>TOTAL<br>(Cont.<br>pages) |
|   | 21. MAIL INVOICE TO:<br>a. NAME<br>TDP PAYMENT<br>\$174,720.00   |  |                           |                      |                 |              |                                    |
|   | b. STREET ADDRESS<br>(or P.O. Box)<br>DEPARTMENT OF THE TREASURY<br>1500 PENNSYLVANIA AVE, NW<br>ATTN: OFM, 6TH FLOOR MET SQUARE |  |                           |                      |                 |              | 17(i)<br>GRAND<br>TOTAL            |
|   | c. CITY<br>WASHINGTON  |  | d. STATE<br>DC            | e. ZIP CODE<br>20220 |                 | \$174,720.00 |                                    |

22. UNITED STATES OF AMERICA  
BY (Signature)23. NAME (Typed)  
DWIGHT W. STEPHENS  
TITLE: CONTRACTING/ORDERING OFFICER

**ORDER FOR SUPPLIES OR SERVICES**  
**SCHEDULE - CONTINUATION**

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**IMPORTANT:** Mark all packages and papers with contract and/or order numbers.

DATE OF ORDER

CONTRACT NO.

ORDER NO.

10/31/2008

GS-15F-0056M

DO-TARP-2009-0003

| ITEM NO.<br>(A) | SUPPLIES/SERVICES<br>(B)  | QUANTITY<br>ORDERED<br>(C) | UNIT<br>(D) | UNIT<br>PRICE<br>(E) | AMOUNT<br>(F) | QUANTITY<br>ACCEPTED<br>(G) |
|-----------------|---|----------------------------|-------------|----------------------|---------------|-----------------------------|
| 0001            | <p>Office of Financial Stability. To do so, the Secretary of the Treasury must have broad flexibility to expeditiously recruit, with minimal constraints, the best individuals to implement TARP.</p> <p>The Office of the Deputy Assistant Secretary for Human Resources and Chief Human Capital Officer is working with senior Departmental officials to support the significant staffing effort required to establish the new Office of Financial Stability. To accomplish this staffing effort, contract support is required to focus on a broad spectrum of human capital management support for this office.</p> <p>Admin Office:<br/>DEPARTMENT OF THE TREASURY<br/>PROCUREMENT SERVICES DIVISION<br/>1500 PENNSYLVANIA AVE, NW<br/>MAIL STOP: 1425 NEW YORK AVE, NW<br/>SUITE 2100<br/>WASHINGTON DC 20220</p> <p>Accounting Info:<br/>TDP0128SE09XX-2009-610001-TDP1231100-2511-0000000-XXX-XX-XXXXXXXX-XXXXXXXX-XXXXXXXX<br/>Period of Performance: 10/30/2008 to 04/30/2009</p> <p>Contract for HR Services in support of the Office of Financial Stability</p> <p>The total amount of award: \$174,720.00. The obligation for this award is shown in box 17(i).</p> |                            |             |                      | 174,720.00    |                             |

TOTAL CARRIED FORWARD TO 1ST PAGE (ITEM 17(H))

**Task Order  
For  
Human Resources Services  
in Support of the Establishment of the Office of Financial Stability  
for the Department of the Treasury**

Lindholm's technical proposal dated October 28, 2008 is hereby incorporated into this task order by reference. In the event the technical proposal conflicts with this task order, this task order shall control.

**A. PRICE**

The labor rates used for this Labor Hour Task Order shall be as follows for each period.

| <b>Task Order Period</b> | <b>Labor Rates</b> | <b>Order Ceiling Amount (Not to exceed)</b> |
|--------------------------|--------------------|---|
| Base Period              | [REDACTED]         | \$174,720.00                                |
| Option Period 1          | [REDACTED]         | \$174,720.00                                |
| Option Period 2          | [REDACTED]         | \$180,544.00                                |
| Option Period 3          | [REDACTED]         | \$180,544.00                                |

The ceiling amount of this Labor Hour Task Order shall not be exceeded in any period.

**B. PERIOD OF PERFORMANCE**

The period of performance for the resulting task order agreement is as follows:

|                 |   |
|-----------------|---|
| Base Period     | October 31, 2008 through April 29, 2009   |
| Option Period 1 | April 30, 2009 through September 30, 2009 |
| Option Period 2 | October 1, 2009 through April 3, 2010     |
| Option Period 3 | April 4, 2010 through September 30, 2010  |

**C. STATEMENT OF WORK**

**1.0 Background**

The Emergency Economic Stabilization Act of 2008 ("the Act"), passed by Congress and signed by the President on Friday, October 3, 2008 was enacted to address a serious financial crisis. The Act provides authority to the Secretary of the Treasury to purchase and insure certain types of troubled assets to restore stability and liquidity to the financial system of the United States. The Act requires the Secretary to establish an Office of Financial Stability in the Department of the Treasury to implement the "Troubled Asset Relief Program (TARP)." The Act establishes a new Presidentially Appointed, Senate-confirmed Assistant Secretary position to head the Office of Financial Stability. To carry out this authority, the Secretary is authorized to take such actions as he deems necessary,

including, without limitation, having direct hiring authority with respect to the appointment of employees to administer the Act.

The Act requires immediate action to create and staff the Office of Financial Stability. To do so, the Secretary of the Treasury must have broad flexibility to expeditiously recruit, with minimal constraints, the best individuals to implement TARP.

The Office of the Deputy Assistant Secretary for Human Resources and Chief Human Capital Officer is working with senior Departmental Office officials to support the significant staffing effort required to establish the new Office of Financial Stability. To accomplish this staffing effort, contract support is required to focus on a broad spectrum of human capital management support for this office.

To perform these services, contractor support requires having prior highly technical human resources experience in the functional areas of the assignment, demonstrating a high degree of analytical skills and superior oral and written communication skills. Required tasks are described below:

## **2.0 Scope of Work:**

The government requires support for the significant staffing effort required to establish the new Office of Financial Stability. Support for this endeavor will include:

- Providing a full range of personnel services for the “stand up” of the Office of Financial Stability (OFS) for senior executive and senior level positions, Consultants and Experts, and GS employees (through Direct Hire Authority and through competitive processes).
- Providing requested Human Capital advisory services, including workforce planning, succession management, merit systems accountability, training and development, or other Human Capital requirements with respect to personnel management or adherence to appropriate laws or requirements.
- Position Classification:
  - Assisting managers in describing duties and responsibilities and finalizing position descriptions (PDs). Providing sample PDs when available, and assisting with identifying criteria related to appropriate grade levels.
  - Advising managers on sound position management principles.
  - Writing and maintaining files of position descriptions
  - Advising managers on the classification of a full range of PDs at all levels, including executive and general schedule positions Ensuring the sufficiency of position description content so that duties and responsibilities reflected in PDs are appropriate for the recommended position classification
  - Advising managers on Fair Labor Standards Act (FLSA) level designations, position sensitivity levels, financial disclosure requirements,

- drug testing requirements, bargaining unit status, or any other pertinent designations for new position descriptions.
  - Providing advice and guidance in position management and reorganizations upon request.
  - Maintaining all records associated with classification actions, and providing them to the Department or the Department's service provider as requested or in keeping with an agreed schedule.
- Staff Acquisition:
  - Advising managers on outreach and recruitment strategies, including the placement of advertisements in appropriate publications and the appropriate use of recruitment firms for specified positions. Assisting with the development of requirements for these activities.
  - Assisting managers on advertising vacancies, to include development of vacancy announcements and qualifications standards, e.g., definition of specialized experience, development of crediting plans, questions for automated staffing systems.
  - Determining eligibility and minimum qualifications for specific positions or vacancies.
  - Establishing rating/screening panels, coordinating and conducting the panels, and providing guidance to raters. Assembling the final set of information and providing to identified contacts in order for the certificate to be issued.
  - Administering and advising on special emphasis hiring programs (e.g., Student Career Experience Program, Veterans programs, Federal Career Intern Program, or DO Fellowship Program) to fill identified positions.
  - Preparing (including duplication) materials for executive resources board meetings, creating selection documentation, and preparing other documents required by the Department's SES Manager and/or the United States Office of Personnel Management as part of the QRB approval process.
  - Assisting SES (career) selectees in the development of their packages for QRB review and certification.
  - Providing guidance on compensation flexibilities (e.g., recruitment and retention incentives, relocation bonus, student loan repayment, superior qualifications appointments, annual leave accumulation), and when needed, preparing accompanying documentation or justification to support the use of these flexibilities.
  - Responding to applicants' inquiries regarding status.
  - Maintaining all records associated with staff acquisition, and providing them to the Department or the Department's service provider as requested or in keeping with an agreed schedule.
  - Counseling new employees on Benefits elections; exiting employees on separation options
  - Assisting in on-boarding process of new employees; off-boarding of exiting employees.

Performance Management/Employee Relations:

- Assisting in the performance management process for executives and GS employees, e.g., development of performance work plans.
- Advising managers on how to handle sensitive situations dealing with employee relations issues, such as poor performance or misconduct.

Liaison with HR Shared Services Provider:

- Devise a process, in conjunction with the Administrative Resource Center (ARC) to ensure timely, accurate processing of personnel and payroll actions
- Execute that process for individual personnel/payroll actions, as appropriate, with Shared Services Provider, i.e., Bureau of Public Debt Administrative Resources Center

Miscellaneous program support:

- Preparing one-time and recurring work force management reports
- Attending meetings to receive/discuss/review work assignments and to monitor the progress of the activities.
- Participating in discussions offering suggestions/recommendations on organizational structure/strategic work force planning

### **3.0 Deliverables**

1. The contractor shall deliver work directed in writing by the COTR in performance of the above scope of work.
2. The contractor shall deliver Monthly Reports no later than the first Monday of each month describing, at a minimum, hours and dollars expended in the reporting period, dollars remaining on the task order, tasks completed and status of tasks underway, and any contract or performance issues.

### **4.0 Contract Administration Office**

- (a) This contract will be administered by:

Department of the Treasury  
Procurement Services Division  
ATTN: Gelila Teshome  
1425 New York Avenue, NW  
2<sup>nd</sup> Floor, Suite 2100  
Washington, DC 20220

(b) Written communications shall make reference to the contract number and shall be mailed to the above address.

**5.0 1052.201-70 Contracting Officer's Technical Representative (COTR)  
Designation and Authority (MAR 2002)**

(a) The contracting officer's technical representative is.

NAMES: Kim Deck

(b) Performance of work under this contract must be subject to the technical direction of the COTR identified above, or a representative designated in writing. The term "technical direction" includes, without limitation, direction to the contractor that directs or redirects the labor effort, shifts the work between work areas or locations, fills in details and otherwise serves to ensure that tasks outlined in the work statement are accomplished satisfactorily.

(c) Technical direction must be within the scope of the specification(s)/work statement. The COTR does not have authority to issue technical direction that:

- (1) constitutes a change of assignment or additional work outside the specification(s)
- (2) constitutes a change as defined in the clause entitled "Changes";
- (3) in any manner causes an increase or decrease in the contract price, or the time required for contract performance;
- (4) changes any of the terms, conditions, or specification(s)/work statement of the contract;
- (5) interferes with the contractor's right to perform under the terms and conditions of the contract; or,
- (6) directs, supervises or otherwise controls the actions of the contractor's employees.

(d) Technical direction may be oral or in writing. The COTR shall confirm oral direction in writing within five workdays, with a copy to the contracting officer.

(e) The contractor shall proceed promptly with performance resulting from the technical direction issued by the COTR. If, in the opinion of the contractor, any direction of the COTR, or his/her designee, falls within the limitations in (c), above, the contractor shall immediately notify the contracting officer no later than the beginning of the next Government work day.

(f) Failure of the contractor and the contracting officer to agree that technical direction is within the scope of the contract shall be subject to the terms of the clause entitled "Disputes".

## **6.0 Electronic Funds Transfer**

Pursuant to FAR 32.1101, payment shall be made through transfer of electronic funds as provided in FAR 52.232-33, "Payment by Electronic Funds Transfer –Central Contractor Registration". The Contractor shall complete the ACH Vendor Enrollment Form for Electronic Funds Transfer (EFT), (see Attachment B), and forward to the Contract Specialist identified in Paragraph G-1 above prior to the submission of the first request for payment.

## **7.0 Invoicing Payment Instructions**

(a) Invoices shall be submitted in an original and two copies to the following address:

Department of the Treasury  
Office of Financial Management  
1500 Pennsylvania Avenue, NW  
Metropolitan Square Building  
6<sup>th</sup> Floor  
Washington, D.C. 20228-0001

(b) A copy of the invoice shall also be submitted to the COTR and CO consecutively.

(c) Submission of proper invoices shall be rendered on a percentage complete basis in an amount equal to the value of the work performed.

(d) Each invoice submitted shall be supported by appropriate documentation. Documentation necessary to substantiate an invoice shall include, but is not limited to project name and number, invoice number, percent complete, original contract amount, modification amounts, used this invoice, value of work in place, contractor name, and contract number. Such documentation shall meet the approval of the Contracting Officer.

## **8.0 Business Hours and Coverage**

The work under this contract to be performed within the normal business hours of 8:00am to 6:00pm (EST) Monday through Friday. Under special circumstances, the contractors may be required to work outside normal business hours. The Contracting Officer's Technical Representative (COTR) must approve exceptions to the normal business hour schedule in advance.

## **9.0 Section 508 Compliance**

All applicable sections of Section 508 apply to this task, including 1194.21 Software applications and operating systems; 1194.22 Web-based Intranet & Internet information; 1194.25 Self contained, closed products; 1194.31 Functional performance criteria; 1194.41 Information, documentation, and support.



## 10.0 Security Clearance of Contractor's Employees

### 10.1 Security

The Contractor shall ensure that all applicable personnel working on this contract, including subcontractors, meet the following security requirements for contractors to protect against unauthorized disclosure of Sensitive But Unclassified (SBU) data. SBU data includes, but is not limited to, information that is protected from disclosure by the Privacy Act, 5 U.S.C. § 552a.

- 1) All applicable personnel shall be United States citizens or have lawful permanent resident status.
- 2) All applicable personnel shall be subject to a National Agency Check, Law and Credit (NACLC) investigation in accordance with the Department of the Treasury Security Manual (TD P 71-10). Applicable personnel shall not begin working on this requirement until all security forms have been properly completed and submitted to the Contracting Officer's Technical Representative for processing, unless otherwise specified by the Contracting Officer. The forms are as follows:
  - a) Completed fingerprint cards
  - b) Fair Credit Reporting Act Release
  - c) SF 85-P, "Questionnaire for Public Trust Positions"
- 3) Applicable personnel shall wear Treasury issued identification badges when working in Government facilities.
- 4) Applicable personnel who undergo NACLC investigations that reveal, but are not limited to, the following may be unacceptable under this contract: conviction of a felony, a crime of violence or a serious misdemeanor; a record of arrests for continuing offenses; or failure to file or pay Federal income tax. The Government reserves the right to determine if a Contractor employee assigned to a task shall continue with the task. The Contractor shall agree to remove the person assigned within one day of official notification by the Government and provide a replacement within five days. New hires or substitutions of personnel are subject to the NACLC investigation requirement.

All information collected under this contract shall be considered procurement sensitive. Contractor staff must be a United States citizen or possess alien status in the United States and be able to pass a Government background investigation, if required, by the Department of the Treasury.

During the period of this task, access to Department of the Treasury facilities for Contractor representatives shall be granted as deemed necessary by the Government. All contractor employees whose duties under this contract require their presence at any Treasury, or Treasury Bureau facility shall be clearly identifiable by a distinctive badge furnished by the Government. In addition, corporate identification badges shall be worn

on the outer garment at all times. It is the sole responsibility of the Contractor to provide this corporate identification. Upon the termination of the employment of any contractor personnel working on this task, all government furnished identification shall be returned to the issuing office. All on-site contractor personnel shall abide by security regulations applicable to that site.

The contractor may be requested to sign a non-disclosure agreement regarding all deliverables and other pertinent information relative to this requirement. All information provided by the government shall be returned to the government at the conclusion of this contract. In addition the contractor must have provided the personnel associated with this contract, all security awareness training and all other requirements contained in the FISMA regulations, NIST guidelines and all other public law which shall include those requirements of the Federal Acquisition Regulations (FAR). Classified information will NOT be made available to the contractor.

#### **10.2 Personnel Identity Verification of Contractor Personnel (October 2005)**

- (a) The Contractor shall comply with Treasury and Bureau personal identity verification procedures that implement HSPD-12, OMB guidance memorandum M-05-24 and FIPS Pub 201.
- (b) The Contractor shall insert this provision in all subcontracts when the subcontractor is required to have physical access to a Federally controlled facility or access to a Federal information system.

Contractors shall also comply with the attached (Attachment 1) Contractor Responsibilities Following Granting of Access or Issuance of Identification Media (PIV Card).

#### **11.0 52.252-2 Clauses Incorporated by Reference (FEB 1998)**

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at this/these address(es): [www.arnet.gov](http://www.arnet.gov).

| <b><u>CLAUSE<br/>REFERENCE</u></b> | <b><u>TITLE</u></b>   | <b><u>DATE</u></b> |
|------------------------------------|---|--------------------|
| 52.203-5                           | Covenant Against Contingent Fees  | APR 1984           |
| 52.204-7                           | Central Contractor Registration   | JUL 2006           |
| 52.204-9                           | Personal Identity Verification of<br>Contractor Personnel                               | NOV 2006           |
| 52.216-31                          | Time and Materials/Labor-Hour Proposal<br>Requirements – Commercial Item<br>Acquisition | FEB 2007           |
| 52.222-3                           | Convict Labor   | JUN 2003           |

|           |   |          |
|-----------|---|----------|
| 52.222-26 | Equal Opportunity   | MAR 2007 |
| 52.222-35 | Equal Opportunity for Special Disabled Veterans and Veterans of the Vietnam Era And Other Eligible Veterans | SEP 2006 |
| 52.222-36 | Affirmative Action for Workers with Disabilities  | JUN 1998 |
| 52.222-37 | Employment Reports on Special Disabled Veterans and Veterans of the Vietnam Era and Other Eligible Veterans | SEP 2006 |
| 52.223-5  | Pollution Prevention and Right-To-Know Information  | AUG 2003 |
| 52.225-13 | Restrictions on Certain Foreign Purchases   | FEB 2006 |
| 52.232-1  | Payments  | APR 1984 |
| 52.232-33 | Payment by Electronic Funds Transfer-Central Contractor Registration (CCR)                                  | OCT 2003 |
| 52.233-1  | Disputes - Alternate I (DEC 1991)   | JUL 2002 |
| 52.233-3  | Protest After Award   | AUG 1996 |
| 52.233-4  | Applicable Law for Breach of Contract Claim   | OCT 2004 |
| 52.243-1  | Changes – Fixed Price Alternate I (APR 1984)  | AUG 1987 |
| 52.245-2  | Government Property (Fixed Priced Contracts)  | JUN 2007 |
| 52.246-4  | Inspection of Services – Fixed Priced   | AUG 1996 |
| 52.249-1  | Termination for the Convenience of the Government (Fixed-Priced) (Short Form)                               | APR 1984 |
| 52.249-8  | Default (Fixed-Price Supply and Service)  | APR 1984 |
| 52.253-01 | Computer Generated Forms  | JAN 1991 |

## **12.0 Incurring Costs.**

The Contracting Officer is the only person who can legally obligate the Government for the expenditure of public funds. Costs shall not be incurred by recipients of this solicitation in anticipation of receiving direct reimbursement from the Government. It is understood that your bid/proposal will become part of the official file on this matter without obligation to the Government.

## **13.0 Publicity Requirements.**

The contractor agrees to submit within 6 hours of contract or task order award a .pdf file of the fully executed contract or order, including quote, with all proprietary information

redacted for the purposes of having the redacted information made public at the sole discretion of the Department of the Treasury. The contractor shall supply the point of contact to work directly with the Public Affairs office of the Department of the Treasury.

#### **14.0 Conflict Mitigation Plan**

To ensure that any potential conflicts do not arise in the future, Lindholm shall require completion by all consultants and company officials (i.e., those who may be privy to information from working with the new Office) of the same Financial Disclosure form used by the federal government for its Senior Executives, Schedule C appointees, and other covered officials. Completed forms shall be maintained in Lindholm's home office, as well as Kelly Anderson's, and shall be available for Government review.

Lindholm shall include in its weekly reports any information that might be viewed as a potential conflict of interest and shall provide specific recommendations for each issue on how best to address the potential conflict. In addition, should an issue arise, the consultant(s) on-site at Treasury shall be advised to immediately contact Mary Lou Lindholm, President of Lindholm & Associates, and/or Stewart Remer, Principal, HR Services for Kelly Anderson, with the relevant information and concerns. Either Ms. Lindholm or Mr. Remer (or both) shall contact the Contracting Officer to discuss the circumstances and how best to proceed. Finally, prior to working on this project, Lindholm shall conduct briefings with consultants and relevant company officials on the importance of avoiding and preventing conflicts of interest and on how to deal with them should they arise.